

Board Pack Example

Demo Group

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About This Sample Report

About This Sample Report

This report is a sample generated with BrizoConsol, a financial consolidation and group reporting platform designed to help finance teams consolidate multi-entity financial data and produce professional reporting packs.

This sample demonstrates how a consolidated reporting pack can combine executive insights, financial analysis and consolidated financial statements in a single publication.

Sample data: Demo Group

Reporting period: July 2026

Purpose: Product demonstration

The financial data, entities and commentary presented in this report are for demonstration purposes only and do not represent an actual company or financial results.

<https://brizoconsol.com>

Attendees

Board Meeting Attendance

Date: October 24, 2026 | **Time:** 10:00 AM - 1:00 PM EST | **Location:** Main Boardroom / Zoom

Board Members Present:

- Jane Doe (Chairperson)
- John Smith (Chief Executive Officer)
- Sarah Jenkins (Independent Non-Executive Director)
- Michael Chang (Investor Director)

Executive Management / Guests Present:

- Alex Rivera (Chief Financial Officer)
- Elena Rostova (Chief Technology Officer - Item 5 only)

Apologies:

- Robert Chen (Non-Executive Director)

Secretary:

- David Vance (Company Secretary)

Agenda

Agenda

Welcome & Quorum Check (Chair) - 10:00 AM (5 mins)

Approval of Previous Minutes & Action Tracker (Chair) - 10:05 AM (10 mins)

CEO Operational Update (CEO) - 10:15 AM (25 mins)

Financial Review & Performance (CFO) - 10:40 AM (30 mins)

P&L, Balance Sheet, Cash Flow & Dashboard Deep-Dive

Strategic Proposals & Approvals (CEO/CTO) - 11:10 AM (40 mins)

Proposal A: Expansion into APAC Market

Committee & Governance Reports (Committee Chairs) - 11:50 AM (20 mins)

Audit & Risk Committee Summary

Risk Register Review (CFO) - 12:10 PM (15 mins)

Any Other Business (AOB) & Meeting Close (Chair) - 12:25 PM (5 mins)

Minutes from previous meetings

Minutes of the Board of Directors Meeting

Date: July 15, 2026

1. Approval of Prior Minutes

The minutes of the board meeting held on April 12, 2026, were reviewed and **APPROVED** as an accurate record.

2. Matters Arising / Action Items

Action 2026-02: CFO provided the revised 3-year cash flow forecast. *(Completed)*

Action 2026-03: CEO to finalize key hires for the Enterprise Sales team. *(In Progress)*

3. Formal Resolutions Passed

RESOLVED, that the Board unanimously approves the FY27 Q1 budget as presented by management.

RESOLVED, that the company grant 50,000 stock options under the 2024 Equity Incentive Plan to incoming VP of Engineering.

CEO summary

CEO Summary

The business continued to execute against its operating plan, with management focused on disciplined growth, customer retention, and product delivery. Revenue momentum remains healthy across core accounts, while the sales pipeline has strengthened in enterprise and regional expansion opportunities.

Operationally, the leadership team is prioritising customer onboarding capacity, platform reliability, and targeted hiring in commercial and engineering roles. The most important near-term management actions are to protect implementation quality, maintain cost discipline, and convert the APAC opportunity pipeline without adding unnecessary fixed cost ahead of confirmed demand.

The executive team recommends that the Board note the current operating performance, review the attached financial statements and dashboards, and approve the proposed Singapore regional office expansion subject to the limits set out in the proposal section.

Financial statements

Profit and loss

YEARS: 2026
CURRENCIES: USD
GAAP:

	Jul-2026 ACTUAL	Jul-2025 ACTUAL	Variance	Jul-2026 % OF REVENUE	Jul-2026 ACTUAL	Jul-2025 ACTUAL	YTD Variance	Jul-2026 % OF REVENUE
Revenue	70,754	94,207	23,453	100.0%	718,499	664,326	(54,172)	100.0%
Cost of Sales	15,829	33,447	17,618	22.4%	185,784	212,956	27,172	25.9%
Gross Profit	54,925	60,760	(5,835)	77.6%	532,715	451,370	81,345	74.1%
Other Income	2,417	2,580	(163)	3.4%	18,380	16,306	2,074	2.6%
Operating Expenses	34,419	28,832	5,587	48.6%	236,787	213,044	23,743	33.0%
Operating Profit	22,923	34,507	(11,585)	32.4%	314,308	254,632	59,676	43.7%
Finance Income	2,010	1,308	702	2.8%	10,960	10,933	26	1.5%
Finance Costs	1,817	1,403	414	2.6%	14,484	12,249	2,235	2.0%
Profit Before Tax	23,115	34,412	(11,297)	32.7%	310,783	253,317	57,467	43.3%
Tax	6,144	8,745	2,600	8.7%	62,478	53,484	(8,993)	8.7%
Profit After Tax	16,971	25,668	(8,697)	24.0%	248,306	199,832	48,473	34.6%

Balance sheet

YEARS: 2026
CURRENCIES: USD
GAAP:

	Jul-2026 ACTUAL	Jul-2025 ACTUAL	Variance	Jul-2026 % OF REVENUE	Jul-2026 ACTUAL	Jul-2025 ACTUAL	YTD Variance	Jul-2026 % OF REVENUE
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Assets								
Current Assets	16,606	22,215	(5,609)	208.8%	1,500,559	931,571	568,988	208.8%
Non-Current Assets	(2,221)	(148)	(2,074)	17.1%	123,134	138,265	(15,131)	17.1%
Total Assets	14,384	22,067	(7,683)	226.0%	1,623,693	1,069,837	553,857	226.0%
Liabilities								
Current Liabilities	(2,551)	(3,599)	1,048	34.3%	246,583	169,088	77,495	34.3%
Non-Current Liabilities	0	0	0	0.0%	0	0	0	0.0%
Total Liabilities	(2,551)	(3,599)	1,048	34.3%	246,583	169,088	77,495	34.3%
Equity								
Share Capital	0	0	0	21.9%	157,164	158,079	(914)	21.9%
Share Premium	0	0	0	0.0%	0	0	0	0.0%
Treasury Shares	0	0	0	0.0%	0	0	0	0.0%
Retained Earnings (Base)	0	0	0	132.2%	949,712	517,841	431,871	132.2%
Current Year Earnings	248,331	200,472	(47,859)	34.6%	248,331	200,472	(47,859)	34.6%
Retained Earnings	248,331	200,472	47,859	166.7%	1,198,043	718,313	479,730	166.7%
Other Components Of Equity								
Translation Reserve	0	0	0	0.0%	0	0	0	0.0%
Revaluation Reserve	0	0	0	1.7%	12,224	12,295	(71)	1.7%
Hedging Reserve	0	0	0	0.7%	5,239	5,269	(30)	0.7%
FVOCI Reserve	0	0	0	0.6%	4,366	4,391	(25)	0.6%
Equity Attributable to Owners of the Parent	248,331	200,472	47,859	191.7%	1,377,036	898,347	478,688	191.7%
Non-Controlling Interests	0	0	0	0.0%	326	2,517	(2,191)	0.0%
Total Equity	248,331	200,472	47,859	191.7%	1,377,361	900,864	476,497	191.7%
Total Liabilities and Equity	245,780	196,873	48,907	226.0%	1,623,944	1,069,952	553,992	226.0%

Cashflow

YEARS: 2026
CURRENCIES: USD
GAAP:

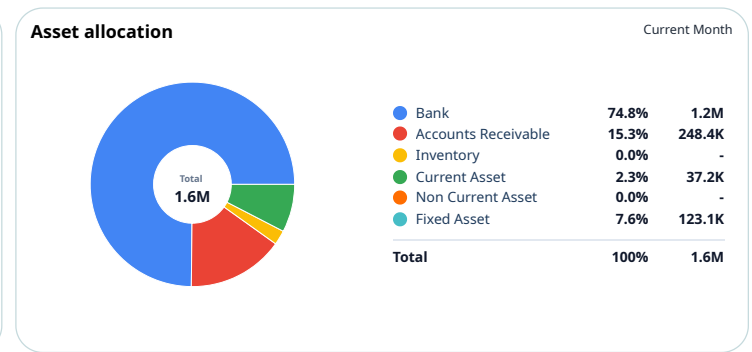
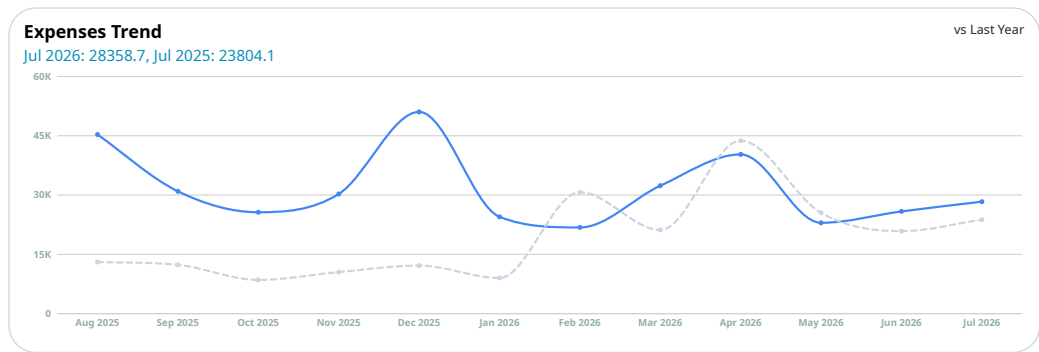
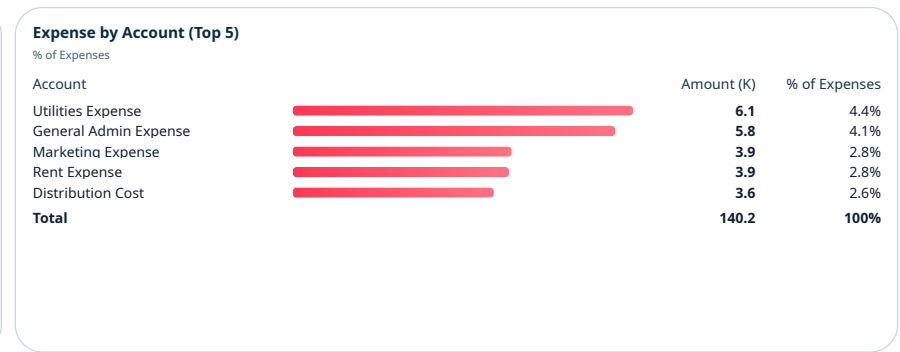
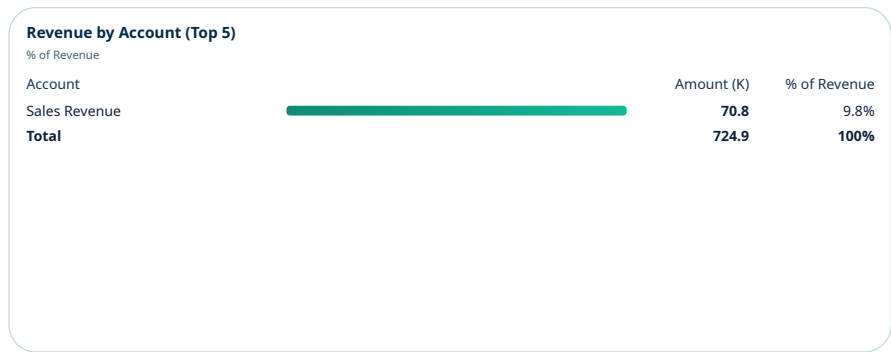
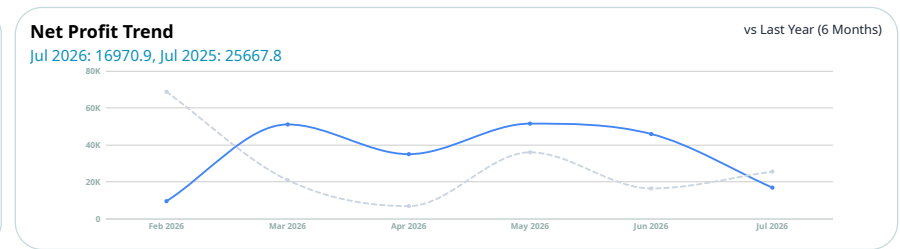
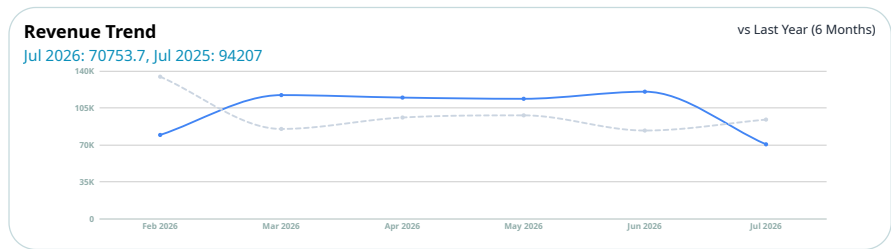
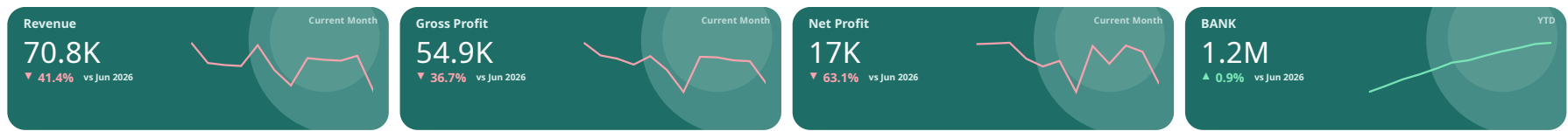
	Jul-2026 ACTUAL	Jul-2025 ACTUAL	Variance	Jul-2026 % OF REVENUE	Jul-2026 ACTUAL	Jul-2025 ACTUAL	YTD Variance	Jul-2026 % OF REVENUE
Cash Flows From Operating Activities								
Net Profit Before Tax	23,115	34,412	(11,297)	32.7%	219,353	192,694	26,659	30.5%
Adjustments For:								
Depreciation	6,060	5,028	(1,032)	8.6%	40,434	37,999	(2,435)	5.6%
Amortisation	6,060	5,028	(1,032)	8.6%	40,434	37,999	(2,435)	5.6%

The information contained in this report is provided for informational purposes only and is not intended to substitute for obtaining accounting, tax, or financial advice from a professional accountant. Any tax advice contained in this report is not intended to be used for the purpose of avoiding penalties under tax law.

Gain/Loss on Disposal	0	0	0	0.0%	0	0	0	0.0%
Changes In Working Capital								
Trade Receivables	15,416	(7,456)	22,872	21.8%	291,009	219,853	71,156	40.5%
Inventory	0	0	0	0.0%	0	0	0	0.0%
Trade Payables	(3,977)	(7,043)	3,065	(5.6)%	181,855	139,006	42,849	25.3%
Tax Paid	1,426	3,443	2,017	2.0%	70,128	35,482	(34,646)	9.8%
Net Cash from Operating Activities	<u>3,665</u>	<u>33,304</u>	<u>(29,639)</u>	<u>5.2%</u>	<u>154,219</u>	<u>126,006</u>	<u>28,213</u>	<u>21.5%</u>
Cash Flows From Investing Activities								
Purchase of PPE	(3,839)	(4,881)	1,042	(5.4)%	(163,568)	(176,264)	12,696	(22.8)%
Proceeds from Disposal of PPE	0	0	0	0.0%	0	0	0	0.0%
Acquisition of Subsidiaries	0	0	0	0.0%	0	0	0	0.0%
Disposal of Subsidiaries	0	0	0	0.0%	0	0	0	0.0%
Interest Received	3,216	2,651	566	4.5%	18,548	18,087	462	2.6%
Net Cash from Investing Activities	<u>(623)</u>	<u>(2,230)</u>	<u>1,607</u>	<u>(0.9)%</u>	<u>(145,020)</u>	<u>(158,177)</u>	<u>13,158</u>	<u>(20.2)%</u>
Cash Flows From Financing Activities								
Proceeds from Borrowings	0	0	0	0.0%	0	0	0	0.0%
Repayment of Borrowings	0	0	0	0.0%	0	0	0	0.0%
Dividends Paid	0	0	0	0.0%	0	0	0	0.0%
Dividends Paid to NCI	0	0	0	0.0%	0	0	0	0.0%
Change In Non Current Liabilities	0	0	0	0.0%	0	0	0	0.0%
Interest Paid	1,817	1,403	414	2.6%	14,484	12,249	2,235	2.0%
Net Cash from Financing Activities	<u>(1,817)</u>	<u>(1,403)</u>	<u>(414)</u>	<u>(2.6)%</u>	<u>168,034</u>	<u>170,302</u>	<u>(2,268)</u>	<u>23.4%</u>
Net Increase / Decrease in Cash	<u>1,225</u>	<u>29,671</u>	<u>(28,446)</u>	<u>1.7%</u>	<u>177,234</u>	<u>138,131</u>	<u>39,103</u>	<u>24.7%</u>
Effect of FX on Cash	10,177	5,889	4,288	14.4%	(165,832)	(102,571)	(63,261)	(23.1)%
Cash at Beginning of Period	1,203,549	681,559	521,990	1,701.0%	1,203,549	681,559	521,990	167.5%
Cash at End of Period	<u>1,214,951</u>	<u>717,119</u>	<u>497,832</u>	<u>1,717.2%</u>	<u>1,214,951</u>	<u>717,119</u>	<u>497,832</u>	<u>169.1%</u>

Key Performance Indicators

Demo Group Jul-2026



Profitability

Demo Group Jul-2026



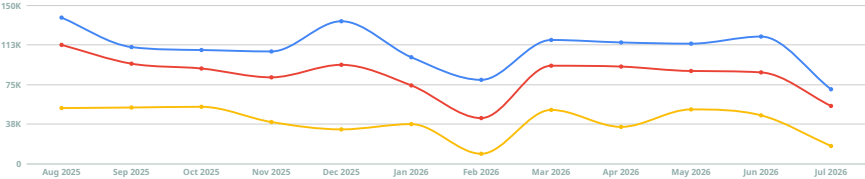
Executive Summary

In Jul-2026, revenue was 70,753.68, down from 94,207.04 in Jul-2025. Direct costs reduced to 15,828.66 from 33,447.10. Total expenses were 34,495.68, up from 23,804.09. Net profit fell to 22,250.34 from 46,343.04. Operating profit decreased to 28,311.00 from 62,400.04. Cash flow and EBITDA figures not provided. Equity increased to 1,128,704.81 from 697,874.88.

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Profitability trend

Jul 2026: 70753.7, Jun 2026: 120656.6



Revenue by Account (Top 5)

% of Revenue			
Account	Amount (K)	% of Revenue	
Sales Revenue	70.8	9.8%	
Total	724.9	100%	

Expense by Account (Top 5)

% of Expenses			
Account	Amount (K)	% of Expenses	
Utilities Expense	6.1	4.4%	
General Admin ...	5.8	4.1%	
Marketing Exp...	3.9	2.8%	
Rent Expense	3.9	2.8%	
Distribution Cost	3.6	2.6%	
Total	140.2	100%	

Margin Analysis

Jul 2026			
Metric	Jul 2026	Jul 2026	Change
Gross Profit Margin	77.6%	77.6%	— 0.0%
Operating Profit Margin	29.0%	29.0%	— 0.0%
Net Profit Margin	24.0%	24.0%	— 0.0%

Profit & Loss Summary

Jul 2026 vs Jul 2026

Metric	Jul 2026 (K)	Jul 2026 (K)	Change (K)	Change (%)
Revenue	71	71	0	— 0.0%
Cost of Sales	(16)	(16)	0	— 0.0%
Gross Profit	55	55	0	— 0.0%
Operating Expenses	(34)	(34)	0	— 0.0%
Operating Profit	21	21	0	— 0.0%
Other Income	3	3	0	— 0.0%
Net Profit	17	17	0	— 0.0%

Key Ratios

Jul 2026

Ratio	Jul 2026	Jul 2026	Change
Gross Profit Margin	77.6%	77.6%	— 0.0%
Net Profit Margin	24.0%	24.0%	— 0.0%
Expense to Revenue	48.6%	48.6%	— 0.0%
Revenue Growth (MoM)	0.0%	-37.9%	▲ 37.9%
Net Profit Growth (MoM)	0.0%	-67.1%	▲ 67.1%

Risk Report

Top Enterprise Risks & Mitigation Summary

Risk ID	Category	Risk Description	Likelihood	Impact	Current Mitigation Strategy	Owner
R-01	Cybersecurity	Data breach via 3rd-party vendor integrations	Medium	High	Enforced SOC2 compliance review; implemented strict API access controls.	CTO
R-02	Financial	FX rate fluctuations impacting overseas margins	High	Medium	Hedging strategy implemented; adjusting pricing structure to local currencies.	CFO
R-03	Talent	Loss of key technical leadership	Low	High	Succession plans drafted; updated retention equity grants under review.	HR Lead

Committee report

Audit & Risk Committee Summary Report

Chair: Sarah Jenkins | **Last Meeting Date:** October 10, 2026

Key Discussions:

Reviewed preliminary annual audit plan with external auditors.
Assessed internal financial controls-no material weaknesses identified.

Recommendations to Board:

Recommend re-appointment of [Audit Firm Name] for the upcoming fiscal year.
Approve updated Corporate Treasury Policy regarding short-term yield investments.

Plans

Strategic Plan: Q4 Strategic Milestones

Milestone 1: Market Expansion

Objective: Launch product localization for EMEA region.
Target Date: November 30, 2026 | *Owner:* VP Product | *Status:* On Track

Milestone 2: Infrastructure Optimization

Objective: Reduce cloud server costs by 15% through infrastructure migration.
Target Date: December 15, 2026 | *Owner:* Engineering Lead | *Status:* At Risk (Requires temporary dev resources)

Proposals

Board Paper / Decision Proposal

Topic: Approval for New Regional Office Expansion (Singapore)

Sponsor: John Smith (CEO) | **Action Required:** Formal Vote / Resolution

Executive Summary

Seeking Board approval to allocate \$250k in capital expenditure to establish a regional sales hub in Singapore to capture APAC demand.

Financial & Strategic Impact

Expected Payback Period: 14 months.

Projected ARR impact: +\$1.2M in Year 1.

Recommendation

The Executive Team recommends the Board approve Resolution 2026-08 authorizing management to sign the commercial lease and commence hiring.